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ANNUAL REPORT

OF THE

Alberta

PUBLIC SERVICE COMMISSION

for the year ended December 31st, 1957

EDMONTON, ALBERTA
1958

Printed by L. S. Wall, Printer to the Queen's Most Excellent Majesty



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Edmonton, Alberta.
January 31st, 1958.

The Honourable E. C. Manning,
President, Executive Council.

Honourable Sir:

We have the honour to submit herewith the Annual Report of the
Public Service Commission for the year ended December 31st, 1957.

J. H. HOLLOWAY,
Chairman

K. C. SWITZER,
Member

F. D. BETTS,
Member

ANNUAL REPORT
of the
PUBLIC SERVICE COMMISSION
FOR THE YEAR ENDED DECEMBER 31st, 1957

During the year 1957, further consideration was given to ways and means of improving the effectiveness of personnel administration in the Public Service, and the course of the year was marked by the initiation of new measures designed to serve that end. The chief of these, in the sphere of position classification, materialized in the form of a pilot survey of classifications in the Departments of Public Works and Municipal Affairs which was carried out by Public Administration Service, of Chicago, a consulting firm specializing in civil service organization. The execution of this survey provided an opportunity for training some of our own staff members in classification methods and also laid the foundation for the establishment of a closely integrated service-wide system of classification.

This examination of the existing classification system and the probability that it would lead to the introduction of various changes made it desirable that the status quo be preserved as far as possible until the results of the survey were known. For that reason, the Commission decided that it would not entertain applications for classification adjustments under the existing system unless it could be shown that they were necessary and urgent. There was, in any event, comparatively little need for the revision of individual classifications, as most groups of positions had been examined and fairly well stabilized during the preceding year. Under those conditions, most of the classification cases dealt with during the year were with respect to new positions, and meetings of the Commission were consequently few.

In 1957, a minor change was made in The Public Service Act to provide that additions to the positions comprising Division I of the Public Service, as set out in clause (a) of Subsection 6 (1), might be made by order of the Lieutenant Governor in Council. Previously, each addition had necessitated an amendment of that section of the Act. The positions in Division I are those of the deputy ministers and other senior officers whose classifications are not within the purview of the Commission.

No major changes were made in the existing service regulations which apply to provincial employees, but some minor alterations and additions were found necessary. New regulations were made regarding the application of scheduled salary rates and regarding compensation for overtime worked by Provincial Auditorium staffs.

Recruitment, Appointments and Promotions

In this section of the report, reference is made only to employees who are under the administrative purview of the Director of Personnel—that is, those whose positions are classified under the General Salary Schedule. The recruitment, appointment and promotion of employees whose positions are classified under other schedules (as set out in Appendix A of the Commission's 1956 Annual Report) are under the direct administration of the departments concerned.

At the end of 1957, there were 4,943 employees under the Director's purview, as compared with 4,619 at the end of 1956, 4,272 at the end of 1955 and 4,004 at the end of 1954. Exact figures are not available, but it is estimated that there are about 4,500 other employees in the separately classified groups mentioned above. The figures available for the service as a whole indicate that the total number of full-time employees on the staffs of government departments has been increasing by about 8 per cent annually during the past three or four years and is now approaching 10,000. The increases are, of course, more marked in some departments than in others. The only department in which there was a reduction in staff numbers during 1957 was the Department of Municipal Affairs which had 18 fewer employees at the end of 1957 than at the end of 1956.

Notwithstanding the growth of the service, the total number of new employees recruited during 1957 was 1,463—about 40 less than in 1956. This reduction reflects a lessening of the staff turnover in junior positions and is probably a consequence of the general tightening up of employment opportunities which became evident during the latter part of the year.

Nevertheless, in several categories of employment a general scarcity of personnel continued to prevail during 1957. In certain technical and professional classes, qualified personnel remained in short supply and among office workers competent stenographers were still difficult to obtain. In order to ease the stenographer recruitment problem a positive promotion scheme providing for the inter-departmental transfer of capable junior girls to more senior positions was inaugurated during the latter months of 1957. By this means it is hoped that competent juniors may be induced to remain in the service and that fewer experienced stenographers will need to be recruited from outside the service.

As in former years, the policy of filling vacant intermediate and senior positions by promotion has been followed, and in 1957, 667 promotions were made, as compared with 569 in 1956 among the employees under the purview of the Director of Personnel.

Newspaper advertising of vacancies, supplemented by notices in various trade and professional publications remained the main method of recruiting new staff. During the year, vacancies in the following classes of positions were so advertised by the Director of Personnel:

- Senior and Intermediate Architects, Department of Public Works
- Senior and Intermediate Draughtsmen, Department of Public Works
- Mechanical Engineers, Department of Public Works
- Chartered Accountant, Board of Public Utility Commissioners
- Solicitor, Board of Public Utility Commissioners
- Assistant Solicitor, Board of Public Utility Commissioners
- Dietitian, Alberta School for the Deaf
- Assistant Supervisor of School Broadcasts
- Assistant Supervisor of Guidance, Department of Education
- Houseparents, Alberta School for the Deaf
- Academic Teachers, Alberta School for the Deaf
- Instructors, Institute of Technology and Art, Calgary

Stenographers at all levels
Planning and Research Assistants, Town and Rural Planning Branch
Bacteriologist, Veterinary Services Branch
Instructors, Agricultural Schools
Nurse, Olds School of Agriculture
Laboratory Scientist, Veterinary Services Branch
Dietitian, Vermilion School of Agriculture
Welding Instructor, Rural Welding Schools, Department of Agriculture
Radio Technicians, Department of Lands and Forests
Assistant Forest Clerk, Forest Protection Branch
Mines and Minerals Clerks, Land Titles Office, Edmonton
Assistant Crown Prosecutor, City Police Court, Calgary
Draughtsmen, Department of Mines and Minerals
Senior Clerk, Medical Services Division, Department of Public Health
Manager, Alberta Jubilee Auditorium, Calgary

Table I shows by departments the number of recruitments, promotions and staff totals of employees under the purview of the Director of Personnel in 1957.

The number of married women employed in the provincial service continued to increase during 1957, 358 being recruited and 107 being retained after marriage during the course of the year. Nearly 400 married women left the service but by the end of the year the total number employed in positions under the purview of the Director of Personnel had reached 811, representing 34.2 per cent of the total number of female employees, as compared with 701 and 31.5 per cent at the end of 1956.

During the year, 4,021 persons visited the Personnel Office to make application for employment and a correspondingly large number of applications were also submitted by mail. Nearly all these applications, many of which came from other provinces of Canada and some from other countries, were unsolicited and were greatly in excess of the number of available vacancies. A noticeable increase in the number of these applications was evident during November and December, reflecting the general deterioration in employment conditions which occurred in the latter part of the year.

Staff Losses

Table II shows by departments the number of staff losses during 1956 resulting from the resignation, dismissal, retirement or death of employees in positions under the purview of the Director of Personnel. The final column of the table shows staff turnover as a percentage of the December 31st, 1957, staff totals. For the service as a whole, the turnover figure of 32.5% represents a gratifying reduction from the figure of 38% for 1956. This may be attributable to several causes, but it seems likely that improved public service salaries and fewer employment opportunities outside the service are chiefly responsible for it. However, the rate of loss was fairly uniform throughout the year and showed no material reduction during the latter months of 1957.

Although the number of losses among temporary employees (comprising mainly married women, who are not eligible for permanent

TABLE I
RECRUITMENTS, PROMOTIONS AND STAFF TOTALS, 1957
OF EMPLOYEES UNDER PURVIEW OF THE DIRECTOR OF PERSONNEL

Department	Number of Positions Filled by Recruitment		Number of Positions Filled by Promotion		Number of Positions Filled in Interdepartmental Transfers		Total Appointments	Full-time Staff Numbers as at December 31st, 1957	
	Male	Female	Male	Female	Male	Female		Male	Female
Agriculture	37	49	13	3	2		104	248	164
Attorney General	81	109	23	30	6		249	340	275
Audit Office	8	7	2	1	2		20	52	31
Economic Affairs	15	15	—	3	—		33	45	34
Education	31	50	3	6	3		93	257	288
* Executive Council	—	7	—	2	6		15	17	28
Highways	61	243	20	9	7		340	282	301
Industries and Labour	18	37	9	16	4		84	190	145
Lands and Forests	67	28	45	29	4		173	428	162
Mines and Minerals	14	41	23	32	2		112	82	100
Municipal Affairs	32	55	19	7	22		135	164	136
Provincial Secretary	2	24	—	7	3		36	48	46
Public Health	9	59	4	8	13		93	49	153
Public Welfare	7	38	10	29	2		86	67	116
Public Works	29	13	7	3	2		54	99	35
Treasury:									
General Office	6	8	1	—	1		16	21	20
Queen's Printer	29	10	4	1	3		47	42	25
Purchasing Agency	1	10	1	3	—		15	8	21
Treasury Branches	43	170	84	210	—		507	131	293
Totals	490	973	268	399	82		2212	2570	2373
									4943

* Includes Premier's Office, Executive Council, Legislative Assembly and Library and Public Service Commission staffs.

appointments, and new employees in their initial year of probationary service) was slightly higher than for 1956, there was a marked reduction in losses of permanent appointees. Among the latter, 446 left the service as compared with 613 in 1956. Permanent staff turnover is estimated to have been about 13½ per cent, which is not excessive by comparison with the loss experience of other large employers. Nevertheless, a loss rate implying that one in every seven or eight trained employees on staff at the beginning of a year has left by the end of the year is not a healthy condition from the standpoint of service efficiency, and every feasible means of reducing it further should be explored.

Table III sets out the reasons given for their resignations by permanent staff members who left the service in 1957, and also shows the numbers of those who retired, died or were dismissed. The number of employees who resigned to take employment elsewhere fell to 118 from 200 in 1956, while 48 gave no reasons for resigning as compared with 86 in 1956. From these figures it may be inferred that the competition of other employers was appreciably less severe than in previous years.

Classification and Salary Schedules

In the Commission's last report it was pointed out that the evaluation and classification of positions in the service had become an undertaking of some magnitude, and that as the service grows it becomes increasingly necessary to evaluate jobs as accurately as possible and to apply a well-organized classification scheme. Towards the end of 1956, in order to improve and systematize our evaluation and classification operations, consideration was being given to the following measures:

1. The adoption of a point-rating system for evaluating positions.
2. The engagement of a consulting firm to review and advise upon our classification procedure.
3. The addition to the Commission's staff of a group of classification technicians to be trained by the consultants and eventually to undertake the work of position evaluation and classification.

During 1957, the second and third of these proposals were acted upon, and some progress was made with the first. Public Administration Service, of Chicago, was engaged to carry out a classification and staff organization survey of the Departments of Municipal Affairs and Public Works. This project began in May and continued through to November. Earlier in the year the Commission had engaged Mr. K. J. Robertson, formerly of the Co-operative Activities Branch, Department of Industries and Labour, in the capacity of classification officer, and in April applications from within the service were invited in order to obtain four other men to be trained as classification technicians by the Public Service Administration consultants. From among these applicants, Messrs. W. P. McIntyre, E. N. Pickard, R. A. Young and F. K. Turner were selected and transferred to the Commission's staff.

The classification survey which was carried out by these new staff members under the direction and guidance of Mr. M. K. Joonson, of Public Administration Service, entailed the examination and evaluation of some 1,700 full-time positions in the two above-mentioned departments.

TABLE II
STAFF LOSSES 1957

P—Permanent Appointees T—Temporary Appointees

Department	Resignations		Dismissals		Retirements		Deaths		Total Staff Losses		Percentage Totals Based on Staff Totals at December 31st, 1957
	P	T	P	T	P	T	P	T	P	T	
Agriculture	43	99	—	—	3	1	2	—	48	100	35.9
Attorney General	33	119	—	—	4	—	—	—	37	119	25.4
Audit Office	7	10	—	—	—	—	—	—	7	10	20.5
Economic Affairs	7	12	—	—	—	—	—	—	7	12	24.0
Education	26	126	—	1	3	1	—	—	29	128	28.8
*Executive Council	3	7	—	—	1	—	—	—	4	7	24.4
Highways	49	213	—	4	2	—	—	—	51	217	46.0
Industries and Labour	21	44	1	—	1	1	—	—	23	45	20.3
Lands and Forests	32	142	2	2	4	—	—	—	38	144	30.8
Mines and Minerals	27	21	—	—	1	—	—	—	28	21	26.9
Municipal Affairs	33	52	—	—	3	—	—	1	36	53	29.7
Provincial Secretary	7	24	2	—	—	—	—	—	10	24	36.2
Public Health	19	48	—	1	1	—	—	—	20	50	34.7
Public Welfare	18	29	—	—	—	—	—	—	18	30	26.2
Public Works	20	23	—	—	—	1	—	—	20	25	33.6
Treasury (including Treasury Branches)	59	170	6	3	3	2	2	—	70	175	43.7
Totals	404	1139	11	11	26	6	5	4	446	1160	32.5

* Includes Premier's Office, Executive Council, Legislative Assembly and Library and Public Service Commission staffs.

TABLE III
REASONS GIVEN FOR PERMANENT STAFF RESIGNATIONS (1957)

Department	To Be Married	To Take Another Position	Transfer of Family Domicile	ILL Health	To Study	Family Illness	No Reason Given	Discharged or Dismissed	Retired	Died	Total
Agriculture	15	14	4	—	2	—	8	—	3	2	48
Attorney General	13	10	5	—	1	—	3	—	4	—	37
Audit Office	3	4	—	—	—	—	—	—	—	—	7
Economic Affairs	1	3	3	—	—	—	—	—	—	—	7
Education	11	14	—	—	—	—	1	—	3	—	29
* Executive Council	3	—	—	—	—	—	—	—	1	—	4
Highways	22	11	4	1	5	1	5	—	2	—	51
Industries and Labour	7	8	4	—	—	—	—	1	1	—	23
Lands and Forests	12	5	4	1	2	—	8	2	4	—	38
Mines and Minerals	8	11	2	—	1	—	5	—	1	—	28
Municipal Affairs	13	6	4	—	5	—	4	—	3	—	36
Provincial Secretary	3	2	—	—	1	—	1	2	—	1	10
Public Health	5	3	4	—	—	1	6	—	1	—	20
Public Welfare	7	2	5	—	—	1	2	—	—	—	18
Public Works	6	11	2	—	1	—	—	—	—	—	20
Treasury (including Treasury Branches)	24	14	6	1	6	2	5	6	3	2	70
Totals	153	118	47	3	24	5	48	11	26	5	446

* Includes Premier's Office, Executive Council, Legislative Assembly and Library and Public Service Commission staffs.

Every employee first completed a questionnaire describing his or her work and indicating the proportion of weekly time allotted to each task. These forms were then passed to the immediate supervisors for confirmation and comment on the employee's statement and were also reviewed by the Deputy Ministers and branch heads before being returned to the consultants. When all the questionnaires were returned, they were sorted into groups according to the nature of the work indicated and the positions were tentatively ranked on the basis of job responsibility, diversity and/or difficulty of work, requisite qualifications and other factors. This permitted the preparation of a provisional classification scheme covering the classes of positions existing in the two departments.

In order to refine the scheme and make accurate relative evaluations of the positions, the survey team then conducted job audits, consisting of interviews of a number of individual employees at their places of work and consultations with branch heads and other supervisors. Simultaneously, a study of the general organization of staff and the allocation of functions in the two departments was carried out by Mr. Joonson and his colleagues. They also made a study of the general organization of personnel administration with a view to advising the government on its effectiveness and on any re-organization or other changes that might improve it.

Upon completion of the job audits, some time was spent in reviewing and revising the initial position evaluations and in preparing a final classification plan which involved the writing of class specifications (i.e. a description of the typical duties, responsibilities and requisite qualifications for representative positions in each class) and the schematic listing and numbering of classes and class levels. Copies of the plan as thus prepared were distributed to the various offices of the two departments, and a notice was sent to each employee informing him of the class and grade to which his position had been assigned and advising him that he might appeal for a re-evaluation and review of his classification within a specified time. About five per cent of the employees lodged appeals, the majority of which resulted from misunderstanding of what the classification implied; among those which were valid, about half were sustained and the classifications of these positions were altered accordingly.

Meanwhile, the consultants had made a comparative study of pay rates in the two departments as related to prevailing rates for similar work in other services and in private employment. This resulted in the formulation of a pay plan, consisting of a schedule of pay scales similar to those set out in the General Salary Schedule hitherto in use but providing for uniform percentage increments of salary, instead of increments in multiples of \$60.00. The appropriate scale of pay for each class of positions was then determined in accordance with this plan. These evaluations were based primarily on a careful comparative analysis of the difficulty and responsibility of work in each class, and within classes a point-evaluation system was used for checking purposes.

In November, the consultants submitted to the government a report recommending that the classification and pay plan be applied to positions in the two departments surveyed and that it be extended as soon as possible to all other departments. At the end of the year this report was still

under consideration and three other reports, two on staff organization in the two departments and one on personnel administration generally, were being awaited.

Senior and Professional Salary Revisions. In October, 1956, the Commission had been authorized to examine and, if necessary, revise the salary scales for professional and senior administrative personnel in the light of prevailing rates of pay outside the service, and this work was proceeded with during the winter of 1956/57. It became evident that upward revisions would be required, and to provide for this, another grade was added to the General Salary Schedule which carried the highest pay level below the rank of Deputy Ministers to \$10,260.00.

On March 12th, 1957, the Commission submitted a report recommending higher pay grades for agricultural specialists, accountants and auditors, medical officers and public health administrators, natural resources administrators, instructors, teachers and education administrators, Municipal Affairs senior personnel, highway, water resources and sanitary engineers and senior solicitors and legal officers. The object of these recommendations was to bring the pay scales for these positions up to the prevailing standard in other public services as of January 1st, 1957, but their acceptance was deferred until August, at which time the proposed pay scale adjustments were made effective from April 1st, 1958. Meanwhile, general pay increases in some of the other services were being announced or put into effect, with the result that by the end of the year our scales of pay for professional and senior personnel were once again below the generally prevailing standard. However, the recommended application of the Public Administration Service pay plan offered a remedy for this, and it was hoped that implementation of the consultants' proposals early in 1958 would restore equity and lead to stability.

Provincial Gaols Pay Adjustments. In January, 1957, representations were received from the Department of the Attorney General regarding the scales of pay for custodial and administrative personnel in the provincial gaols and the Bowden Institute, and the Commission reviewed the schedule (Salary Schedule P.G. 7) under which these scales were established. It was found that in most cases, the salaries payable to these employees were below the standard for comparable positions in other public services, and the Commission recommended the implementation of a revised pay schedule as of January 1st, 1957. This revised schedule (Salary Schedule P.G. 8) is set out in Appendix A of this report.

Other Salary Scale Revisions. Following the adjustment of senior and professional salaries mentioned above, the pay scales applicable to the following classes of employees were reviewed and increased during the summer and fall of 1957:

Dairy, Livestock and Poultry Inspectors
Inspectors, Inspection Service Branch
Probation Officers, Attorney General's Department
Mines and Minerals Clerks and Examiners, Land Titles Offices
Surveys Draughtsmen and Clerks, Land Titles Offices
Supervisors, Cultural Activities Branch
Draughtsmen, Department of Highways

Driver Examiners, Inspectors, Safety Officers and Administrative
 Officers, Motor Vehicles Branch
 Assistant Surveyors, Surveys Branch
 Bridge Inspectors, Department of Highways
 Supervisors, Apprenticeship Board
 Tradesmen's Qualifications Supervisors
 Co-operatives and Credit Union Examiners
 Foresters and Forest Officers
 Fish and Game Officers and Biologists
 Fish Hatchery Superintendents and Assistants
 Photogrammetrists and Draughtsmen, Department of Lands and
 Forests
 Radio Operators and Technicians, Department of Lands and Forests
 Timber Auditors and Inspectors
 Administrative Officers, Public Lands Division
 Wardens and Assistant Wardens, Provincial Parks Branch
 Draughtsmen, Technical Division, Department of Mines and Minerals
 Draughtsmen and Technical Assistants, Town and Rural Planning Branch
 Inspectors, Fire Prevention Branch
 Sanitary and Plumbing Inspectors, Department of Health
 Nurses and Investigators, Division of Social Hygiene
 X-ray Technicians, Division of Cancer Clinics
 Teachers, Therapists and Patient Aides, Cerebral Palsy Clinics
 Welfare Workers and Nurses, Department of Public Welfare

Salary revisions for most of the above classes were effective on April 1st, 1957. In addition, a number of individual positions were re-graded during the year, but the total of such cases was considerably smaller than for 1956 or 1955.

Altogether, some 2,000 employees benefitted from the salary revisions described above.

New Classes. During the year, new staffs were engaged for the Provincial Auditoriums, the Equipment Licensing Branch of the Department of Municipal Affairs and the Citizens' Dividend Branch of the Treasury Department, and classifications and pay scales for the positions involved were established by the Commission.

Service Rules and Regulations

Application of Scheduled Salary Rates. Prior to 1957, the manner in which starting salaries and subsequent salary increases were determined had been governed by various directives of the Executive Council. At the end of 1956, it was considered advisable to stabilize the anniversary dates on which annual increases became due and at the same time to consolidate the existing administrative rules regarding salary payments. For that purpose, the Commission, after consultation with the various departments and the Joint Council, drafted a set of rules entitled "Regulations Governing the Application of Scheduled Salary Rates". These rules, which are set out in Appendix B of this report, were brought into operation on May 8th, 1957, by Order-in-Council 878/57.

Overtime Regulations. By Order-in-Council 608/53, provision is made for the granting of hourly overtime pay to clerical and administrative personnel of whom essential extra duties are required. Payment for such extra work had been restricted to employees whose positions were classified below Grade 15 of the General Salary Schedule. It had been found that the introduction of multiple-grade classifications in 1955 and 1956 for clerical positions had caused this rule to operate unfairly, and after the Joint Council had discussed the matter, it was agreed that this restriction be based on salary level instead of grade number. The regulation was accordingly changed in July, 1957, by Order-in-Council 1046/57, to provide that overtime pay be granted to employees whose salaries are \$4,000.00 per annum or less.

The opening of the Provincial Auditoriums in the spring of 1957 and the irregular hours of work required of the operating staffs necessitated the provision of special overtime regulations for these employees. Following discussions between the Commission, the managing officers of the Auditoriums and representatives of the employees' trade unions, overtime rules were promulgated by Order-in-Council 1045/57, later amended by Order-in-Council 1535/57. These rules, as now in effect, are set out in Appendix C of this report.

Subsistence Rates. Under Order-in-Council 190/56, general regulations governing the payment of daily subsistence allowances to employees travelling on government business are in operation. (See Appendix B, 1956 Annual Report). One of these regulations provides that, upon the recommendation of the Deputy Minister and with the approval of the Commission, subsistence at rates other than the standard rates may be authorized for specific classes of employees in any department. Pursuant to this provision, special subsistence rates of \$5.50 per day for foremen and \$4.50 per day for tradesmen employed by the Department of Public Works had been in effect since 1954.

In January, 1957, the department proposed that these rates be raised to \$6.50 per day in consideration of increased costs of meals and accommodation. This was \$1.00 less than the standard rate fixed in 1956. After consultation with other departments for the purpose of ascertaining the relative cost factors involved and the nature of the varying conditions under which different classes of employees are required to travel or reside away from their homes, the Commission approved the proposed new rate. The new rates and revised subsistence rules with reference to these employees were subsequently made effective by Order-in-Council 1044/57.

The general subsistence regulations were also amended in December so as to limit the period during which an employee might receive a subsistence allowance upon transfer occasioning a change of his regular domicile. The regulations provided that in such cases \$7.50 per day be paid during the first five days after the transfer and \$6.00 per day thereafter until such time as the employee had found a permanent residence. When a certain employee who had been transferred decided to build himself a new house and it was found that that operation had been proceeding for three or four months and was still far from completion, it was agreed that an indefinitely continued payment of the \$6.00 daily subsistence allowance would hardly be justified in circumstances of that kind, and

a time limit of 60 days was therefore imposed upon the payment of such allowances.

Suggestion Award Plan. During the year, the Joint Council considered and recommended to the government the introduction of a system of awards to employees for suggestions as to ways and means of improving the efficiency and economy of operations in the provincial service. This proposal was approved in principle by the Executive Council and a set of rules to govern the operation of an award plan was drafted by the Chairman of the Commission after an examination of similar schemes which are functioning in other public services. Implementation of the plan awaits the passage of authorizing legislation which was to be submitted to the 1958 session of the Legislative Assembly in the form of an addition to The Public Service Act.

Holiday Regulations. The granting of annual holidays or vacation leave to employees in the public service is governed by the regulations set out in Order-in-Council 724/55 (See Appendix B, 1955 Annual Report). These regulations refer to full-time employees and seasonal employees but not retired employees who are occasionally re-employed for limited periods of time. The question arose as to whether the latter persons should not be eligible for pay in lieu of holiday leave in proportion to the period during which they may be re-employed in any year, and after consideration by the Joint Council, it was agreed that this concession would be only equitable. It was noted that employees on wages all have a fixed amount of "holiday pay" added to their monthly pay cheques, regardless of the brevity of their employment and it was considered that an analogous situation should exist with regard to re-employed retired employees. Accordingly, steps were taken towards the end of the year to amend the holidays regulations to provide for the granting of holiday leave or pay in lieu thereof to retired employees who are re-employed continuously for one or more calendar months in any year.

Another amendment of the holiday regulations that was effected in December had reference to the provision whereby two successive annual holiday periods may be merged into one when the employee is unable to take the first period within the year during which it becomes due. If the exigencies of his employment force postponement of a holiday period until after March 31st of the following year, he may then take his holiday periods for both years consecutively. It was suggested that in certain classes of employment where work is slack during the winter months, it would be advantageous to permit this arrangement during the months of January, February and March of the following year, as well as after March 31st. To provide for this, the regulations were amended by Order-in-Council 1997/57, effective January 1st, 1958.

Oath of Secrecy. The Public Service Act provides that a pledge to preserve secrecy may be added to the oath of office which all employees take upon being appointed. This had been required in only a few cases, but in June the Executive Council decided that the pledge should be made by all new employees and this was provided for by Order-in-Council 1590/57. The order provides that any employee, whether he has made

the secrecy pledge or not, who, without authorization, discloses information which comes to his knowledge by reason of his employment, shall be liable to suspension or dismissal.

Hours of Work and Attendance

No changes were made during the year in the weekly hours of work of employees in the Public Service.

Upon the opening of the Provincial Auditoriums, a work-week of 40 hours for the operating personnel was established, with special provision for overtime work as previously described in this report.

In 1957, there was a small increase in per capita absenteeism among employees under the purview of the Director of Personnel, the average time lost per employee being 7.12 days as compared with 6.91 days in 1956. This increase is wholly attributable to the epidemic of influenza which caused numerous absences from work in October, when the total time lost was more than twice the average of the other months. Had the October rate of absence been normal, the per capita time lost for the year would have been about 6.4 days or half-a-day less than for 1956. Table IV shows by departments the total and per capita time losses of employees under the Director's purview.

Other Activities

As in previous years, the Commission gave assistance and advice from time to time to the Research Council of Alberta, the University of Alberta and the University Hospital on problems relating to personnel, mainly with reference to classifications and pay rates.

Liaison with other provincial civil service agencies was broadened and improved, and exchanges of information with those agencies became more frequent.

Towards the end of the year, the Chairman served on a committee set up by the Joint Council to consider the matter of general policy with respect to employee training. This committee prepared a report containing several proposals for the government's consideration, which was submitted to the Executive Council in December.

During the year, a meeting of the Joint Council was held in each month. The Chairman attended eleven of these meetings in an advisory capacity.

Regular monthly meetings of the departmental personnel officers were also held, and were attended by a Commission member or representative.

We wish to record our appreciation of the generally harmonious and amicable relations which have prevailed in our contacts with the members of the Executive Council, the Joint Council, the senior officers of the departments and the Civil Service Association. For their co-operation, support, and, at times forbearance, we are most grateful.

J. H. HOLLOWAY,
Chairman

K. C. SWITZER,
Member

F. D. BETTS,
Member

TABLE IV
TIME LOST BY EMPLOYEES, 1957

Department	Number of Employees Recording Attendance	Total Days of Absence	Averages per Employee Total Days of Absence	Average per Employee Absence (Days) Allowed With Pay
Agriculture	446	2140½	4.80	3.40
Attorney General	594	4189½	7.05	4.82
Audit Office	82	546	6.66	5.26
Economic Affairs	65	374	5.75	4.25
Education	462	4688	10.58	4.94
*Executive Council	32	397½	12.42	6.75
Highways	512	5000	9.77	7.29
Industries and Labour	336	2317	6.90	5.31
Lands and Forests	598	4269½	7.14	4.98
Mines and Minerals	192	1346	7.01	5.23
Municipal Affairs	319	1873½	5.87	4.60
Provincial Secretary	94	575½	6.12	4.93
Public Health	191	1699	8.90	5.36
Public Welfare	174	1286	7.39	6.23
Public Works	145	1041	7.18	5.58
Treasury:				
General Office	32	221	6.91	6.16
Queen's Printer	83	546	6.66	5.26
Purchasing Agency	35	288½	8.24	4.61
Treasury Branches	456	1678½	3.68	2.44
Totals	4848	34524	7.12	4.81

* Includes Premier's Office, Executive Council, Legislative Assembly and Library and Public Service Commission staffs.

APPENDIX A
SALARY SCHEDULE P.G.8. (CUSTODIAL)
Department of the Attorney-General
Provincial Gaols (Custodial and Clerical Personnel)
(Effective January 1st, 1957)

Class		Grade	Periods					
	Position		1	2	3	4	5	6
1	Wardresses (Probationary)		2640	2760				
2	Guards (Probationary) .. Clerks (Probationary)		2880	3000				
3	Wardresses	A	2880	3000	3120	3240	3360	3480
		B	3000	3120	3240	3360	3480	3600
4	Guards	A	3120	3240	3360	3480	3600	3780
	Clerks	B	3240	3360	3480	3600	3780	3960
	Senior Wardresses							
5	Senior Cell Block Guards	A	3240	3360	3480	3600	3780	3960
	Livestock Guard	B	3360	3480	3600	3780	3960	4140
	Laundry Guard							
	Irrigator							
	Vegetable Gardener							
	Landscape Gardener							
	Mechanic Blacksmith							
	Hospital Guard							
	Dairyman							
	Clothes Room Guard							
	Instructor							
	Chief Clerk							
	Nurse in Charge of Hospital							
6	Assistant Marton	A	3360	3480	3600	3780	3960	4140
	Assistant Bursar	B	3480	3600	3780	3960	4140	4320
	Assistant Kitchen Steward							
	Assistant Farm Superintendent							
	Assistant Industrial Supervisor							
	Chief Night Guard							
	Classification Officer							
	Physical Training Instructor							
	Vocational Training Instructor							
	Educational Officer							
7	Chief Guard	A	3480	3600	3780	3960	4140	4320
	Farm Superintendent	B	3600	3780	3960	4140	4320	4500
	Matron							
	Industrial Supervisor							
	Educational Officer (Principal)							
	Kitchen Steward							
8	Assistant Deputy Warden	A	3780	3960	4140	4320	4500	4740
	Bursar	B	3960	4140	4320	4500	4740	4980
9	Deputy Warden		4500	4740	4980	5220	5460	5700
10	Warden		5700	6000	6300	6600	6960	7320

APPENDIX B**REGULATIONS GOVERNING THE APPLICATION OF
SCHEDULED SALARY RATES****(Order-in-Council 878/57 as amended by Order-in-Council 1047/57)**

1. The following regulations shall apply with reference to all employees in the Public Service of the province as defined by clause (a) of section 3 of The Public Service Act, 1954.

Commencing Salary Rates

2. (1) Upon the initial appointment or promotion of an employee to a position which is classified or classifiable under any salary schedule, his commencing salary rate shall be—
 - (a) not higher than the scheduled rate for the third period below the maximum of the applicable salary scale if the employee fulfills the specified requirements respecting education and prior training and has had at least one year of prior experience in work which is the same as or closely similar to that which the position calls for;
 - (b) the minimum scheduled rate of the applicable salary scale if the employee fulfills the specified requirements respecting education and prior training but has had little or no prior experience, or
 - (c) not lower than the rate for two periods below the minimum scheduled rate if the employee does not wholly fulfill the specified requirements respecting education and prior training.
- (2) Notwithstanding the provisions of Regulation 2 (1), an employee's salary shall not be reduced when he is promoted from one position to another.

Salary Increases

3. (1) An employee who has been appointed in a junior, trainee or probationary capacity and whose capabilities are found to be better than average may be granted a single-period increase in his salary after three (3) to nine (9) months of employment.
 - (2) An employee who has been appointed in a junior or trainee capacity and whose capabilities are found insufficient to justify an increase in his salary at the end of one year of employment shall be discharged at or before the end of that year, but he may apply for other employment elsewhere in the service, subject to the availability of a suitable position. If he becomes re-employed, and within one year, his capabilities are again found to be inadequate, he shall be finally discharged from the service.
4. (1) For the purpose of establishing the date upon which salary increases may be granted to an employee after his first year of service, an anniversary date shall be fixed for each employee as follows:
 - (a) In the case of any employee who was in the service on the 31st day of December, 1956, and whose anniversary date as then established was the first day of a calendar month, the same shall continue to be his anniversary date;

- (b) In the case of any employee who was in the service on the 31st day of December, 1956, and whose anniversary date as then established was on other than the first day of a calendar month, his anniversary date shall be the first day of the succeeding month;
- (c) In the case of any employee engaged after the 31st day of December, 1956, whose employment commences on the first working day of a calendar month, his anniversary date shall be the first day of that month;
- (d) In the case of any employee engaged after the 31st day of December, 1956, whose employment commences on a day other than the first working day of a calendar month, his anniversary date shall be the first day of the succeeding calendar month;

provided, however, that for reasons of administrative convenience a department may, with the approval of the Minister and the Director of Personnel, adopt a single date within each year as a standard anniversary date for all of its employees.

- (2) Regardless of any promotion or transfer of an employee or of any re-classification of his position or revision of his salary scale, his anniversary date established as above shall remain unaltered throughout his term of service as an employee of the province.
5. (1) Except as otherwise provided by these regulations, an employee, after the first year of his employment, may be granted increases of salary only upon his anniversary date;
- (2) A salary increase shall normally be a single-period increase, but if an employee's performance of his duties is considered to warrant greater recognition, the Deputy Minister may recommend a double-period increase;
 - (3) In no circumstances may an employee be granted more than a double-period increase or more than two successive double-period increases;
 - (4) The foregoing paragraphs of this regulation shall not debar an employee from receiving such increase in salary as may be appropriate when his position is re-classified or when he is promoted to a position of higher classification or when any revision affecting his salary scale is made in the applicable salary schedule.
6. All recommendations for salary increases shall be made by the Deputy Minister in writing, countersigned by the Minister, and with respect to employees whose positions are classified or classifiable under the General Salary Schedule, shall be subject to approval by the Director of Personnel as to conformity with the provisions of these regulations.

APPENDIX C
DEPARTMENT OF ECONOMIC AFFAIRS
PROVINCIAL JUBILEE AUDITORIUMS
COMPENSATION FOR OVERTIME WORK
BY STAGE HANDS AND OTHER OPERATING
(NON-ADMINISTRATIVE) PERSONNEL

**(Extract from Order-in-Council 1045/57 as amended by
Order-in-Council 1535/57)**

1. The normal work week shall be from Monday to Saturday inclusive, and the normal weekly work hours shall be 40 hours less any statutory or civic holiday (as defined in clauses 2 (1) to (4) of Order-in-Council 1392/55) that may fall in any week.
2. If, in any normal work week an employee is required to work up to 4 extra hours in excess of the normal weekly work hours for that week, such extra time shall not be compensable as overtime, but if an employee works more than 4 hours in excess of the normal weekly work hours, all of such excess time shall be deemed to be overtime and shall be compensable by equal time off duty at such time or times exclusive of Sundays or statutory or civic holidays as may be permitted by the Auditorium manager.
3. An account of overtime which is compensable as above shall be kept with respect to each employee and shall be cleared every three months. If at the end of any three-month period, an employee has not taken time off to the full extent of his compensable overtime credit for that period, he shall be paid at the rate of one-and-one-half times his current salary rate, reckoned on a per-hour basis, for the time off which he has not taken.
4. If an employee is required to work on a statutory holiday, he shall be entitled to equivalent time off, which shall be included in his compensable overtime account.
5. A separate compensable overtime account shall be kept in respect of work done on Sundays. When an employee is required to work on a Sunday, he shall be allowed compensatory time off at the rate of one-and-one-half times the number of hours so worked. If such time off is not taken within the current three-month period, he shall be paid at the rate of one-and-one-half times his current salary rate, reckoned on a per-hour basis, for the number of hours of Sunday work for which compensatory time off has not been taken.
6. In computing the overtime to be paid for under Regulations 3 and 5, time worked on Sundays shall be a first charge against an employee's compensable time-off account. If Sunday time multiplied by $1\frac{1}{2}$ is less than the total time off which an employee has taken during a 3-month period, the former shall be deducted from the latter and the remaining hours shall be debited against the total weekday overtime and the employee shall be paid for the difference as provided by Regulation 3. If Sunday time multiplied by $1\frac{1}{2}$ exceeds the total time off which an employee has taken during a 3-month period, two-thirds of the latter shall be deducted from the Sunday time, and the employee shall be paid for the remaining hours of Sunday time as provided by Regulation 5 and for weekday overtime as provided by Regulation 3.
7. The per-hour rate of an employee's salary shall be his current annual salary rate divided by 2080.

